

The Influence of Discipline, Self-Efficacy and Motivation on the Employee Performance at CV. IRDH Malang

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INDEXING	ABSTRACT
Keywords: Keywords 1 : Discipline Keywords 2 : Performance Keywords 3 : Implementation Keywords 4 : accounting Keywords 5 : System	Performance is influenced by discipline, self-efficacy and motivation. The purpose of this research is to determine the influence of discipline, self-efficacy and motivation on the employee performance at CV IRDH Malang. This research uses quantitative methods with data analysis using multiple linear regression. The research results show that discipline has a significant effect on the employee performance of CV IRDH Malang, proven by the results of the T-test, obtained a significant value of $0.000 < 0.05$ and $t \text{ count} > t \text{ table}$ $4.555 > 1.987$. Self-efficacy has a significant effect on the employee performance of CV IRDH Malang, proven by the results of the T-Test, obtained a significant value of $0.012 < 0.05$ and $t \text{ count} > t \text{ table}$ $(2.440 > 1.987)$. Then, motivation has a significant effect on the employee performance of CV IRDH Malang, proven by the results of the T-test, obtained a significant value of $0.008 < 0.05$ and $t \text{ count} > t \text{ table}$ $(2.740 > 1.987)$. Simultaneously, discipline, self-efficacy and motivation influence the employee performance of CV IRDH Malang, this is proven by $F \text{ count} > F \text{ table}$, namely $8.786 > 2.71$ and the significant value can also be seen as $0.000 < 0.05$. CV IRDH Malang needs to create a conducive and comfortable work environment, by building good communication between leadership and staff, as well as holding gatherings at least once per work period.

Article History

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INTRODUCTION

Every corporate entity needs employees who are responsible for all activities within the company. Arifin *et al* (2019) stated that employees are valuable assets that have a significant impact on the success of a company. Employees are the human element that drives the work of an organization or institution (Panait, 2020). Employees are human resources (Ozkeser, 2019). Employee is the existence of capable human resources that differentiates the performance and achievements of an organization or institution from other organizations (Asyari, 2020).

Work discipline is a form of obedience in individual behavior to comply with regulations imposed in a company or organization (Mahawati and Sulistiyan, 2021). Without discipline, whatever activities employees do, they will not achieve satisfactory results (Su'un, 2020). Good work discipline is characterized by high employee awareness in obeying all existing rules and regulations, and a high sense of responsibility for the work of each employee, increasing employee efficiency and performance. Good work discipline and punctuality are also crucial (Khasanah *et al*, 2016).

Self-efficacy holds the key so that each individual in a company entity is optimal in carrying out their main and functional tasks, from a conventional work system to a modern work system. Meanwhile, motivation is an effort to realize activities that are a process of human

action in the context of achieving goals and achievements (Ahmad, 2021). Several elements of motivation are generation, direction, maintenance, and mission (Handayani, 2019).

Unfortunately, employee discipline is only interpreted as being present on time at the office, even though employee discipline is also related to employee performance (Setyawati and Lestari, 2020). On the other hand, employees experience a crisis of self-confidence because they have too many burdens to bear, both the burden of family living costs and life in the form of work responsibilities. Good performance is proven by the company's performance. Thus, the current era presents challenges to improving the quality of competent human resources, characterized by the possession of discipline, self-efficacy, and optimum motivation. Therefore, researchers discuss the issue of the Influence of Discipline, Self-Efficacy, and Motivation on the Employee Performance at CV. IRDH Malang.

LITERATURE REVIEW

Discipline

Discipline is the most important operational function of Human Resource Management. This is because management increasingly binds all members of the company so that there are organizational standards that can be implemented by all employees either voluntarily or through coercion or punishment (Apalia, 2017). Work discipline is an attitude and behavior. According to Kurt Lewin's formula, the formation of behavior is an interaction between personality factors and environmental factors (Papinaho *et al*, 2022). Apart from being influenced by work environment factors (the culture of discipline in the organization), work discipline actions are also influenced by personality factors; therefore, the absence of one of these factors will result in a violation of the rules. If one of the employees violates it, it is necessary to take disciplinary measures so that the principles of disciplinary socialization, such as fairness, can be maintained (Philip *et al*, 2020).

Self-efficacy

Self-efficacy is an attitude or feeling of confidence in one's abilities that allows the person concerned to not worry too much about their actions and be free to do what they like and want (Avalona, 2017). Efficacy is manifested in being responsible for one's actions and being kind and polite in one's actions, being able to interact with other people, accepting and respecting others, having the desire to achieve something, and being able to recognize one's strengths and weaknesses.

Motivation

Motivation is the will and desire that arises within an employee, giving rise to enthusiasm and encouragement to work optimally to achieve goals. Motivation comes from the basic word "motive" and refers to the drive, desire, and drive to work. Motivation is defined as an integral part of the process of developing human resources (Hariyanto *et al*, 2023).

Motivation is a driving force that makes members of an organization ready and willing to use their abilities in the form of expertise, skills, energy, and time to carry out various activities. Taking responsibility and carrying out tasks to achieve organizational goals and various targets that have been previously decided (Soetrisno, 2016).

Performance

Performance is the results achieved by an organization, both profit-oriented and non-profit, which are achieved within a certain period. Therefore, researchers argue that the definition of performance is the execution of processes or tasks according to responsibility within a certain time which can influence the organization (Muis, 2018).

Factors that influence employee performance come from factors both internal and external to the company, as well as from the employees themselves and the company

environment. When employees perform well, company goals and objectives are easier to achieve. On the other hand, poor employee performance makes company goals and objectives increasingly difficult to achieve (Syahputra and Tanjung, 2020).

RESEARCH METHOD

This research is quantitative research that uses a descriptive approach that aims to determine the influence of the independent variable on the dependent variable, namely the influence of discipline, self-efficacy, and motivation on employee work performance. Data analysis using multiple linear regression. The number of samples in this study was 36 people, namely CV employees. IRDH Malang. The independent variables in this research are discipline (X1), self-efficacy (X2), and motivation (X3), while the dependent variable is employee performance (Y). Data collection methods in this research include observation, interviews, documentation, and questionnaires (take). This research was carried out from March to April 2024 at the CV office. IRDH Malang, New Villa Bukit Sengkaling Housing Complex No C9/1. Malang, Indonesia.

RESULT AND DISCUSSION

General description of respondents

The following is a table of employee characteristics based on age:

Table 1. Employee Characteristics Based on Age

No	Age (Year)	Subtotal	Percentage
1	19-21	9	25
2	22-25	12	34
3	26-28	10	28
5	>29	5	13
Total		36	100%

Based on Table 1, it can be seen that the employees of CV Publisher. IRDH Malang aged 19-21 years with a total of 9 people (25%), aged 22-25 years with a total of 12 people (34%), aged 26-28 years with a total of 10 people (28%), and aged 29 years and above with a total of 5 people (13%). This shows that employee age is dominated by employees aged 22-25 years.

Distribution of respondents' answers

Based on data analysis, the Frequency Distribution Based on Respondents' Answers to the Discipline variable is obtained as follows:

Table 2. Frequency Distribution of Answers to Discipline Variables

Simbol	STS		TS		N		S		SS	
	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%
D1	5	13,8	6	16,6	10	27,7	11	30,5	4	11,4
D2	5	13,8	6	16,6	10	27,7	11	30,5	4	11,4
D3	6	16,6	5	13,8	11	30,5	10	27,7	4	11,4
D4	11	30,5	6	16,6	2	5,5	2	5,5	15	41,9
D5	8	22,2	7	19,4	12	33,3	5	13,8	4	11,3

Based on Table 2, shows that the questionnaire statement item D1 was the most dominant, with 11 (30.5%) respondents answering agree, item D2 was the most dominant, 11 (30.5%) respondents answered agree, item D3 was the most dominant 11 (30.5%) respondents

answered neutral, item D4 was the most dominant, 15 (41.9%) respondents answered strongly agree, then item D5 was the most dominant, 12 (33.3%) respondents answered Neutral. Then the table below shows the frequency distribution based on respondents' answers to the Efficacy variable, which can be seen below:

Table 3. Frequency Distribution of Answers to the Self-Efficacy Variable

Simbol	STS		TS		N		S		SS	
	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%
EF1	1	2,7	2	5,5	8	22,5	24	66,6	1	2,7
EF2	2	5,5	1	2,7	7	19,7	23	63,8	3	8,3
EF3	3	8,3	3	8,3	27	75,2	1	2,7	2	5,5
EF4	1	2,7	2	5,5	10	27,7	20	61,0	3	8,3
EF5	1	2,7	1	2,7	11	30,5	19	53,0	4	11,1

Based on the table above, shows that the most dominant questionnaire statement item EF1 was obtained with a distribution of 24 (66.6%) respondents who answered agree, item EF2 was the most dominant, 23 (63.8%) respondents answered agree, item EF3 was the most dominant 27 (75.2%) respondents answered neutral, item EF4 was the most dominant, 20 (61.0%) respondents answered agree, item EF5 was the most dominant, 19 (53.0%) respondents answered agree. Then the table below shows the frequency distribution based on respondents' answers to the Motivation variable, which can be seen below:

Table 4. Frequency Distribution of Answers to Efficacy Variables

Simbol	STS		TS		N		S		SS	
	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%
EF1	1	2,7	2	5,5	8	22,5	24	66,6	1	2,7
EF2	2	5,5	1	2,7	7	19,7	23	63,8	3	8,3
EF3	3	8,3	3	8,3	27	75,2	1	2,7	2	5,5
EF4	1	2,7	2	5,5	10	27,7	20	61,0	3	8,3
EF5	1	2,7	1	2,7	11	30,5	19	53,0	4	11,1

Based on the table above, shows that the most dominant questionnaire statement item EF1 was obtained with a distribution of 24 (66.6%) respondents who answered agree, item EF2 was the most dominant, 23 (63.8%) respondents answered agree, item EF3 was the most dominant 27 (75.2%) respondents answered neutral, item EF4 was the most dominant, 20 (61.0%) respondents answered agree, item EF5 was the most dominant, 19 (53.0%) respondents answered agree. Then the table below shows the frequency distribution based on respondents' answers to the Motivation variable, which can be seen below:

Table 5. Frequency Distribution of Answers to Motivational Variables

Simbol	STS		TS		N		S		SS	
	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%
M1	1	2,7	1	2,7	4	12,0	25	70,2	5	12,4
M2	2	5,5	3	8,5	9	26,1	16	45,5	6	14,4
M3	3	8,5	2	5,5	9	26,1	16	45,5	6	14,4
M4	1	2,7	1	2,7	3	8,3	27	75,0	4	11,3
M5	3	8,3	3	8,3	3	8,3	20	57,6	7	17,5

Based on the table above, it shows that the most dominant questionnaire statement item M1 was obtained with a distribution of 25 (70.2%) respondents answering agree, item M2 was the most dominant 16 (45.5%) respondents answered agree, item M3 was the most dominant 16 (45.5%) respondents answered agree, item M4 was the most dominant 27 (75.0%) respondents answered agree, item M5 was the most dominant 20 (57.6%) respondents answered agreed. Then the table below shows the frequency distribution based on respondents' answers to the Performance variable, which can be seen below:

Table 6. Frequency Distribution of Answers to Performance Variables										
Simbol	STS		TS		N		S		SS	
	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%
PRF1	2	5,5	4	9,5	10	29,0	13	37,0	7	19,0
PRF2	4	10,0	1	5	12	33,5	15	41,5	4	10,0
PRF3	2	2,0	4	12,0	8	23,9	13	37,1	9	25,0
PRF4	2	6,5	4	12,0	6	17,5	21	58,5	3	5,5
PRF5	2	3,0	4	12,0	7	20,0	19	54,3	4	10,7
PRF6	3	5,1	1	2,2	13	41,0	15	43,0	4	8,7
PRF7	2	5,5	2	5,5	11	32,6	13	35,9	8	20,5
PRF8	3	7,6	4	9,8	9	27,2	15	42,5	5	12,9
PRF9	3	7,6	4	9,8	12	35,8	14	39,3	3	7,5
PRF10	2	6,5	4	13,5	9	26,2	14	40,0	7	13,8
PRF11	3	8,7	1	4,3	11	32,1	15	41,9	6	13,0
PRF12	1	2,1	3	9,7	10	28,3	13	34,9	9	25,0

Based on the table above, shows that the most dominant PRF1 questionnaire statement item was obtained with a distribution of 13 (37%) respondents answered agree, PRF2 item was the most dominant 15 (41.5%) respondents answered agreed, PRF3 item was the most dominant 13 (37.1%) respondents answered agree, item PRF4 is the most dominant 21 (58.5%) respondents answered agree, item PRF5 is the most dominant 19 (54.3%) respondents answered agree, item PRF6 is the most dominant 15 (43.0%) respondents answered agree, item PRF7 is the most dominant 13 (35.9%) respondents answered agree, item PRF8 was the most dominant 15 (42.5%) respondents answered agreed, item PRF9 was the most dominant 14 (39.3%) respondents answered agreed, item PRF10 was the most dominant 14 (40, 0%) respondents answered agree, item PRF11 was the most dominant, 15 (41.9%) respondents answered agree. Item PRF12 was the most dominant, 13 (34.9%) respondents agreed.

Validity Test Results

Based on the results of the validity test, the results were that the questionnaire given to respondents was declared valid. The following are the results of the Validity Test:

Table 7. Validity Test Results					
Variabel	Item	Rhitung	r tabel	Sig.	Validity
Discipline (X1)	X1	0,470	0,205	0,000	Valid
	X2	0,530	0,205	0,000	Valid
	X3	0,700	0,205	0,000	Valid
	X4	0,700	0,205	0,000	Valid
	X5	0,500	0,205	0,000	Valid

Self-efficacy (X2)	X1	0,631	0,205	0,000	Valid
	X2	0,601	0,205	0,000	Valid
	X3	0,588	0,205	0,000	Valid
	X4	0,687	0,205	0,000	Valid
	X5	0,622	0,205	0,000	Valid
Motivation (X2)	X1	0,521	0,205	0,000	Valid
	X2	0,525	0,205	0,000	Valid
	X3	0,685	0,205	0,000	Valid
	X4	0,570	0,205	0,000	Valid
	X5	0,400	0,205	0,000	Valid
Performance (Y)	Y1	0,502	0,205	0,000	Valid
	Y2	0,587	0,205	0,000	Valid
	Y3	0,585	0,205	0,000	Valid
	Y4	0,491	0,205	0,000	Valid
	Y5	0,359	0,205	0,000	Valid
	Y6	0,443	0,205	0,000	Valid
	Y7	0,544	0,205	0,000	Valid
	Y8	0,415	0,205	0,000	Valid
	Y9	0,515	0,205	0,000	Valid
	Y10	0,459	0,205	0,000	Valid
	Y11	0,509	0,205	0,000	Valid
	Y12	0,515	0,205	0,000	Valid

Reliability Test Results

Reliability measurements were carried out with SPSS version 25 software, which provides facilities for measuring reliability with the *Cronbach Alpha* Statistical Test. A variable is said to be reliable if it provides a *Cronbach Alpha* value > 0.60 . The following are the results of the *reliability* test:

Table 8. Reliability Test Results

Variabel	Cronbach Alpha	Keterangan
Discipline	0,605	Reliable
Self-Efficacy	0,650	Reliable
Motivation	0,650	Reliable
Performance	0,600	Reliable

From the table above, it can be seen that the *Cronbach Alpha* value of each variable is greater than 0.60, which means that the questionnaire which is an indicator of this variable is reliable or consistent.

Normality Test Results

The normality test in this analysis was carried out using the SPSS program which produces a Normal P-P Plot image. The resulting image shows the distribution of points. If the distribution of the points is close to or close to a straight line then it is said that the data is normally distributed, but if the distribution of the points is far from the line then it is not normally distributed. The following are the results of the Normality Test:

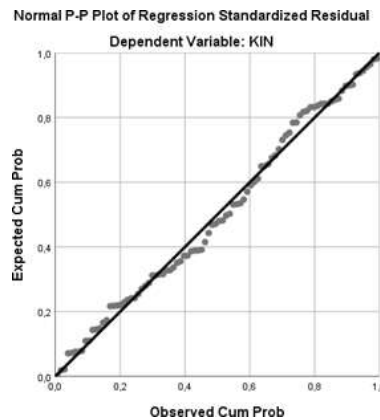


Figure 1. Normality Test Results

Table 9. Normality Test Results

N		92
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,13362047
Most Extreme Differences	Absolute	,067
	Positive	,067
	Negative	-,061
Test Statistic		,067
Asymp. Sig. (2-tailed)		,250 ^{c,d}

Based on the table above, it can be seen that the normality test carried out using the *Kolmogorov-Smirnov* statistic is 0.250, which is greater than 0.05, so it can be said that the data is normal.

Multicollinearity Test Results

Based on the table below, it can be seen that the tolerance values for all discipline variables (X1) are 0.940, self-efficacy (X2) 0.950, and motivation (X3) 0.941, which is greater than 0.10. Meanwhile, the VIF value for the discipline variable (X1) is 1.050, self-efficacy (X2) is 1.025, and motivation (X3) is 1.051, which is smaller than 10. This means that there are no symptoms of multicollinearity in the analyzed data.

Table 10. Normality Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Kedisiplinan	,940	1,050
Efikasi Diri	,950	1,025
Motivasi	,941	1,051

The Influence of Discipline, Self-Efficacy, and Motivation Employee Performance on CV. IRDH Malang via T-Test

Following are the results of the t-test hypothesis testing as in the following table which was carried out using SPSS 25

Table 11. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	44,000	5,831		7,547	,000
Kedisiplinan	,850	,189	,439	4,555	,000
Efikasi Diri	,500	,204	,236	2,450	,012
Motivasi	,548	,233	,168	2,740	,008

Based on the table above, a significant value of $0.000 < 0.05$ is obtained, and t count $> t$ table $4.555 > 1.987$, so it can be concluded that H_0 is rejected and $H_a 1$ is accepted. This means that discipline has a significant effect on employee performance.

Based on the table above, the significant value is $0.012 < 0.05$ and t count $> t$ table ($2.440 > 1.987$), so it can be concluded that H_0 is rejected and $H_a 2$ is accepted. This means that self-efficacy has a significant effect on employee performance.

Based on the table above, a significant value of $0.008 < 0.05$ is obtained and t count $> t$ table ($2.740 > 1.987$), so it can be concluded that H_0 is rejected and $H_a 3$ is accepted. This means that motivation has a significant effect on employee performance.

The Influence of Discipline, Self-Efficacy, and Motivation Employee Performance on CV. IRDH Malang through the F-Test

Based on the table below, the calculated F value is 8.776 with a significant value of 0.000, while the F table is obtained from $(n-k)$ or $92-4 = 88$, namely 2.71. Thus, it can be seen that the F count $> F$ table is $8.786 > 2.71$ and the significance value can also be seen at $0.000 < 0.05$ so it can be concluded that simultaneously discipline, self-efficacy, and motivation have a significant effect on the performance of the publisher's employees CV. IRDH Malang.

Table 12. F-Test Results

ANOVA^a

Model	Sum of Squares		Df	Mean Square	F	Sig.
1 Regression	718,335		3	239,445	8,776	,000 ^b
Residual	2398,219		88	27,252		
Total	3116,554		91			

a. Dependent Variable: Performance

b. Predictors: (Constant), discipline, self-efficacy, motivation

CONCLUSION

The conclusion that can be obtained from this research is that discipline, self-efficacy, and motivation have a significant influence on the performance of publisher employees CV. IRDH Malang. Discipline, self-efficacy, and motivation simultaneously have a significant effect on the performance of Publisher employees CV. IRDH Malang. Suggestions that can be conveyed in this research are the publishing company's CV. IRDH Malang needs to create a

conducive and comfortable work environment, by building good communication between leadership and staff, as well as holding gatherings at least once per work period. Suggestions for further research are to identify the influence of the work environment and holiday allowances on employee performance, as well as good management models in welcoming the digital era 5.0.

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